CMSAF shares concerns at AIA

by Airman 1st Class Jennifer Gregoire
HQ AIA/PA
Kelly Air Force Base, Texas

Chief Master Sgt. of the Air Force Eric Benken visited the Air Intelligence Agency in July and talked about many changes the Air Force is currently undergoing and addressed many enlisted concerns.

photo by Boyd Belcher

Chief Master Sgt. of the Air Force Eric Benken

"We have turbulence in the force right now. It's caused by a lot of different things. One of those things is the culture of the force has changed.

"In the 1980s, we were a much larger force. We didn't deploy very often. We actually had more technicians a lot of time on the line than we needed.

"Today we're having to deal with budget constraints, we're trying to modernize the force at the same time and because of the country's position on reducing the deficit and living within a constrained budget, we're having to deal with increased operations tempo and all of those dynamics that are associated with it.

"Ops tempo, dealing with how we're going to go into the next century and modernizing the force; all of those things come together as the toughest issue," said Benken.

Another tough issue Benken addressed was outsourcing and privatization.

"I think what you have to do is try to explain to the force that you have to achieve the right balance of folks who wear the uniform, folks who serve as civil servants and those things that you can outsource through contracts.

"The most lucrative area for that is going to be on the support side of the house and going back to what this country faces in terms of budget constraints as we go into the next century.

"We're going to have to find a way to more efficiently use the money that is available to the Department of Defense if we're going to keep the force modern, if we're going to keep the force at peak readiness.

"I think the balance is right, but what I have a hard time quantifying is how far does outsourcing go. But I don't have an answer for that because I think we're plowing new ground for this. I think every once in a while we're going to hit a stump, but eventually we'll get it right," said Benken.

"Today's force is much more technically-oriented. I think that the weapons systems they are involved with are so technical that it requires somebody with above-average intelligence. We're better educated, better trained, better equipped and overall, we are a much improved force," said Benken.

"I think it's interesting that information superiority has become one of our core competencies. I'm an information manager by trade and when I came in, in 1970, my top-of-the-line equipment was a manual typewriter. It's mindboggling what our young people are doing today."

Another issue Benken handled was to get first sergeants into the academy in 60 days or less instead of waiting six months to a year.

"It's kind of presumptuous to send someone to a first sergeant academy if they're already wearing the diamond.

"I felt that having the first sergeant academy being the diamond-producing academy would not only add prestige to the position, but the night that you are graduated and handed the diamond would have much more significance and much more meaning.

It also puts more pressure on the individual to make sure that when they go through that school that it's an acheivement and not an automatic," said Benken.

"I think that every time we go out to visit the troops, I see the magnificent things they do around the Air Force and how they serve their country with dedication and willingness. I think that's what motivates me to work harder on their behalf," said Benken.

"Getting the right information to the troops, making sure we communicate from the top well with the troops and they understand where we're headed and why we're doing it are very critical to what we do.

"Part of the problem that we've had recently is that the young troops, who are ready to make career decisions don't always have the facts regarding pay or benefits. I think it's very important that they get that, so I'm working that issue hard."

Students gain new knowledge

by Bill Nicholson
HQ AIA/DPCX
Kelly Air Force Base, Texas

Five summer interns at the Air Intelligence Agency and seven at the National Air Intelligence Center, Wright-Patterson Air Force Base, Ohio and Detachment 41, Patrick Air Force Base, Fla. just finished their summer employment.

The summer internship program was designed to expose college students to information operations and the intelligence community to interest them in a public service career field after graduation. It encourages service that is personally and professionally rewarding and strengthens the awareness that the U.S. Air Force is the best in the world through firsthand experience.

To qualify for the program, an individual must be a full-time college student, completing at least 12 semester hours per semester, maintain at least a 2.5 grade point average and have the ability to obtain a top secret clearance. Once hired, the intern must follow the drug testing policy and can start as a GS-2 to a GS-5 in skills such as computer, intelligence and engineering.

At the agency, interns worked in the Office of Reserve Affairs, Office of Public Affairs and the Directorate of Personnel, the Air Force Information Warfare Center and in the Communications-Computer Systems area at the 67th Support Squadron.

NAIC had intelligence-related work for interns in the Open Skies Operation and Data Exploitation Branches and in the computer and engineering areas. At Detachment 41, our interns worked on specialized database conversations, updates, modifications and enhancements.

"The Summer Intern Program is a great opportunity to be exposed to up- and coming- technology," said summer intern Aimee Claar, assigned to Reserve Affairs. "It shows that you need a higher education in computer-related fields to make it in today's business world."

Mingled with their work and training experience, the summer interns were provided mission orientation and operational briefings along with cross-feed sessions with the program manager. This provided an opportunity for them to look at the intelligence community behind the scenes.

"I recommend the intern program because it shows me a great deal of how the military is always on top of new technology. I hope the program continues to expand so students get familiar with the agency," said Brad Buffalo, intern for the Public Affairs Office.

"It is excellent for the interns," said Tech. Sgt. Hank Garrard, NCOIC/Information Manager at Reserve Affairs, "to show them what the military is like. I would definitely recommend the program, because it helps not only the organization, but also everybody else in the Air Intelligence Agency."

The program was a great success thanks to the commanders, headquarters directors and first-line supervisors who provided interesting, meaningful work.

Although this is the first "summer exposure," there are plans to expand the program next year to provide a larger pool of summer interns available for work.

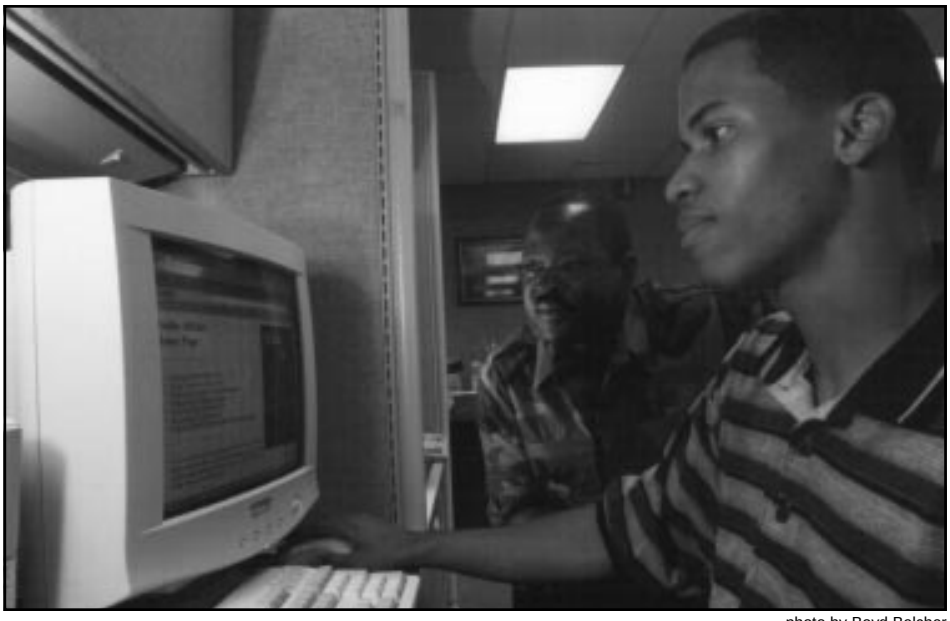

photo by Boyd Belcher

Front, Brad Buffalo, summer intern, and Master Sgt. Rickey Harrell, resource manager for the AIA Public Affairs Office, post new information on the World Wide Web.

Bracelet bonds wearer to MIA's family

Editor's Note: *Sept. 19 is POW/MIA Recognition Day. On this day, we pause to honor and show support to imprisoned or missing U.S. service members. In the following three articles, we stop to reflect on three veterans who lost their lives in the performance of their duties and what people have done to remember and recognize them.*

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by Staff Sgt. Phyllis Carroll
39th IS
Nellis Air Force Base, Nev.

In the 1960's, Robert Dornan, thought of showing support to imprisoned or missing U.S. service members by wearing prisoner-of-war bracelets.

It's been said 5 million Americans purchased and wore the bracelets, almost twice the amount of service members that served in Southeast Asia during Vietnam. Only 2 million returned alive. There are still 2,240 names on the government's official Vietnam POW/MIA list.

I ordered a POW/MIA bracelet in August 1988 while stationed at Goodfellow Air Force Base, Texas. I'd been interested in the Vietnam conflict for as long as I could remember.

I remember when my cousin visited our family on his way home from the war in the early 1970s. It's amazing what an impact a tired, young soldier can have on a little girl. It's also amazing the effect a thin band of metal could have on the same little girl almost 20 years later.

In my eight-year Air Force career, I've spent six years overseas.

In order to keep current on POW/MIA news, I'd read the ***"Stars and Stripes."***

Whenever American remains were recovered from North Korea or Vietnam, there was an article in the "Stripes" and usually a list of the service members' names.

In October 1995, while stationed at Osan Air Base, Korea, I finally found the article I'd been anticipating. Maj. Roger Carroll's remains were recovered and would be returning to the United States - finally. I took the news with mixed emotions; relief that his mission was finally over, but also sadness that it took 23 years to complete.

I wanted to try and contact the family so I could return the bracelet. After about a dozen phone calls to different veterans' associations I was led in the right direction by someone at the National Alliance of POW/MIA Families. She told me to write a letter to the editor of his hometown newspaper, the ***"Kansas City Star."***

I wrote a short letter asking if any relatives or close friends would like to have the bracelet. I received a phone call and letter from a woman whose father was good friends with Carroll. In less than a month my bracelet was on its way home.

Carroll's widow, Ginger, called me the evening after the article was printed saying she would like to accept the bracelet on behalf of her husband. She said about 10 friends had called her the previous morning asking whether she had seen the article. We talked as if we had already known one another.

She said my bracelet was the second to be returned to her. She was touched there were people, other than friends and family, who wore her husband's bracelet. I learned that Carroll was on his second tour in Vietnam and had just returned from R and R with his wife in Hawaii. He left Hawaii on Sept. 19, 1972, and was shot down by anti-aircraft fire on Sept. 21. He was due to rotate out of Vietnam in December.

Mrs. Carroll, an advocate of the POW/MIA issue, was invited to Laos during the excavation of her husband's crash site. Besides the aircraft wreckage, they recovered fragments of helmets, flightsuits and bones. They also found the dogtags of the navigator, Lt. Dwight Cook. The remains of both pilot and navigator of the F-4D were laid to rest in a group burial at Arlington National Cemetery in November 1995.

After the recovery of her husband's remains, Mrs. Carroll felt a sort of closure to that part of her life. She never remarried and continues to work as a school teacher.

She told me I should be proud of being part of the U.S. Air Force, for they had done all they could to find her husband and finally bring him home.

Looking back, I wish I had tried to contact her when I first received the bracelet. From the first day I put that thin band of metal on my wrist I felt a connection with the man.

Mrs. Carroll mentioned that she had been told of the special bond before. With my new bracelet, I'm going to get to know the man before he comes home.

To order a POW/MIA bracelet, write to:

U.S. Veteran Dispatch
P.O. Box 246
Kinstan, N.C. 28502
(919)527-0442

Specify aluminum (stainless, red or black) - $11 or brass- $15. You can try to request a last name, home state and/or branch of service.

Family member makes a "rubbing" of Bourg's name.

694th IG pays final tribute to fallen airman

by Senior Master Sgt. Frederick Ferrer
91st IS/HO
Fort George Meade, Md.

Another Cold Warrior was laid to rest in Arlington National Cemetery April 2, more than 38 years after he was killed in the line of duty.

Duty that took the lives of hundreds of other fine men and women who answered the call to serve the nation with intelligence at a time when it was most critical.

Members of the 694th Intelligence Group joined the family and friends of Airman 2nd Class Archie Bourg to pay final tribute to one of America's Cold War casualties.

During the ceremony, the Air Force Honor Guard provided an Honor Flight which, marched in a procession to the gravesite.

At the gravesite, Bourg was given a 21-gun salute, echo taps was played and a U.S. flag was presented to his next-of-kin.

Bourg was one of 17 U.S. crew members who lost their lives when their reconnaissance aircraft was shot down by Soviet MiG-17 jet fighters, Sept. 2, 1958.

That September afternoon, their C-130A aircraft inadvertently crossed the Turkish/Armenian border while on a routine reconnaissance mission.

Within minutes of crossing the border, the unarmed U.S. aircraft was intercepted and quickly shot down.

When U.S. authorities first confronted the Soviets about this incident, they initially denied any knowledge of it.

Later, in the United Nations, transcripts of the Soviet pilots' voice intercept was offered with other evidence and the Soviets admitted to bringing down the reconnaissance aircraft.

Over the years, much speculation swirled around the fate of the 11 U.S. Air Force Security Service crew members who were never recovered nor accounted for.

This case remains one of 10 unresolved Cold War shootdowns still being investigated by the Pentagon's Office of POW/MIA Affairs.

It was not until a joint-American/Russian commission on MIA/POW issues was formed in 1992 that new information came to light.

In 1993, Russia released several declassified reports and the MiG-17 gun camera footage of the C-130's shootdown.

Subsequent research and interviews with former-Soviet actors about this aircraft and others lost during the Cold War has led to a better understanding of the nature and importance of intelligence collection during this tense period in U.S./USSR relations.

For all that's been revealed and written about these missions, the story about our airmen's honorable service and sacrifice has not yet been fully told to most of the nation.

After Bourg's April 2 interment, Bourg's family and friends visited the National Security Agency, also located at Fort George Meade.

At NSA, the family was told about the Air Force's plan to dedicate a reconnaissance C-130A static display to honor this crew's sacrifice.

It will be located in a memorial park, honoring the other nine unresolved reconnaissance aircrews lost during the Cold War.

The family was escorted by the 694th IG Honor Guard, had a courtesy visit with Brig. Gen. Glen Shaffer, assistant deputy director for operations, and was given the opportunity to make a "rubbing" of Bourg's name.

His name is engraved, along with the names of his crew mates, on a black granite memorial wall that honors fallen warriors.

The group has worked since November 1996 to make America's first Cold War Reconnaissance Aircraft Memorial a reality. Volunteers from across the nation have lent their enthusiastic support, time and efforts into having a C-130A aircraft refurbished to look exactly like the reconnaissance aircraft lost in 1958.

On Sept. 2, 1997, the 39th anniversary of this tragic loss, the static display and memorial park will be dedicated.

The dedication will be attended by government, Department of Defense and Air Force officials and will include fly-overs, formations and full military honors.

Original pieces of the C-130A wreckage, the crew's personal effects and the full story of this loss will be available in NSA's National Cryptologic Museum located next to the memorial site.

Other Cold War losses to be honored in the Memorial Park may include some of the following U. S. reconnaissance aircraft lost during this period.

April 8, 1950, U.S. Navy PB4Y-2
10 Missing In Action

Nov. 6, 1951, U.S. Navy P2V
10 Missing In Action

June 13, 1952, U.S. Air Force RB-29
12 Missing In Action (91st IS)

Oct 7, 1952, U.S. Air Force RB-29
13 Missing In Action (91st IS)

July 29, 1953, U.S. Air Force RB-50
14 Missing In Action (91st IS)

April 17, 1955, U.S. Air Force RB-47
3 Missing In Action

Sept. 10, 1956, U.S. Air Force RB-50
16 Missing In Action

July 1, 1960, U.S. Air Force RB-47
3 Missing In Action

Dec. 14, 1965, U.S. Air Force RB-57
2 Missing In Action

This project is being funded with corporate, association and individual donations and sponsorship.

301st IS pays tribute to fallen comrades

by 1st Lt. Jason Lamont
301st IS
Misawa Air Base, Japan

The 301st Intelligence Squadron at Misawa Air Base, Japan, paid tribute to two fellow comrades who were killed in action during the Vietnam War by dedicating two buildings to their memory May 30.

The community center was renamed Matejov Community Center in honor of Sgt. Joseph Matejov, an airborne morse systems operator, who died when his EC-47 was shot down Feb. 5, 1973.

The 301st IS dormitory was renamed Ryon Hall after Master Sgt. John W. Ryon, a radio communications analysis technician, who died when his EC-47 crashed Nov. 21, 1972.

Right, Col. Tony Bair, 301st IS commander, presents flag to Mary and Stephen Matejov.

Both servicemen were members of Detachment 3, 6994th Security Squadron, Nakhon Phanom Royal Thai Air Force Base, Thailand.

Making this Memorial Day ceremony an even more extraordinary event was the attendance of Matejov's mother and brother, Mary and Stephen. Mrs. Matejov flew to Misawa from Langley, Va., to attend the ceremony.

She spoke briefly about her son and unveiled the plaque that will adorn the entrance to the building.

Col. Tony Bair, 301st IS commander, read a letter sent to the 301st IS by one of Matejov's former squadron mates who served with him during the conflict. Tom Egan, who flew as an EC-47 navigator during Vietnam, also spoke at the memorialization was.

Following the dedication of the two buildings, the Misawa Air Base community gathered in a wing-wide retreat. The formation was addressed by Brig. Gen. Bruce Wright, Misawa Air Base commander, and concluded with an F-16 fly-by.

Headquarters United Nations Protection Force in Sarajevo.

Protecting the Peacekeepers

by Lt. Col. Brian Powers
324th IS/CC
Hickam AFB, Hawaii

In the age of information operations, information will very likely be used to support peacekeeping operations and play a critical role in protecting peacekeepers.

The U.S. military has undergone significant and drastic changes since the Cold War. Following Desert Storm, the United States has been involved in major international humanitarian relief/peacekeeping operations on four separate continents.

American conventional forces have had to do a quick two-step in order to adapt to the new mission. Intelligence support to these operations has had to stay ahead of this transition.

I was very fortunate to see peacekeeping operations first-hand in a very dynamic environment when I was the G2 at Headquarters, United Nations Protection Force in Sarajevo from March until September 1995. Every day was a learning experience on applying intelligence support to peacekeeping operations.

One of the first lessons I learned was there is no intelligence in the United Nations. This is not an oxymoron, but a fact. By charter, United Nations peacekeepers are not authorized to conduct intelligence activities.

Reporting on military activity in traditional G2 channels is called "military information." It is used to support peacekeepers whose mission is to ensure humanitarian relief is carried out.

Because the political objectives and the military role in accomplishing them is not always clear, intelligence or military information has a critical role. Information on the warring factions is extremely important in order to stay ahead of events and gauge political and military intent.

Another lesson quickly learned is, there is no enemy. Even though United Nations forces came under direct fire that was too frequently deadly, there was no enemy. While there may be no enemy, there is always a threat from the warring factions. Peacekeepers do not enter a country at the best of times. Most

likely it is when all hell has broken lose and all semblance of control has deteriorated. Because of this threat, military information or intelligence is vital to force protection.

Assessments and analysis are critical to commanders because the longer the peacekeepers are in place, the more risk the mission can get muddled. The right balance of information can keep things in perspective.

There are multiple sources of information including the local press, international correspondents, newspapers, radio and personnel observations. Access to these sources is overt and very easy. In international events such as humanitarian/peacekeeping operations, information is power and simply put, people like to talk.

In a low-intensity conflict many of the indicators and targets of more technical collection are less available, reducing the effectiveness of the more sophisticated technical means of gathering information.

Many times we found that indicators of political and military intent can be gathered from the multiple sources from all the warring factions.

One very reliable source was the local press. Political and military leaders from all the warring factions would use the press to state intent. We tracked their statements and found their accuracy on intent to be remarkably good.

To publicly state something in the Yugoslavian culture, meant following through in order to save face. We would be able to collaborate this with other sources, particularly humanitarian and United Nations workers who had direct contact with the government officials. The biggest benefit was the wide variety of sources to corroborate or disprove information.

One example is the reports of chemical weapons being used by the Bosnian Serbs against Bosnian positions. The Serbs would commonly lay down tear gas on the Bosnian trenches and bunkers before launching an assault since the common Bosnian soldier was not equipped with a gas mask. Yugoslavian tear gas has a chlorine base that reportedly gives it a longer burn period.

When the Bosnians were attacked they would be incapacitated by the tear gas and with its strong trace of chlorine would report that it was a harmful chemical weapon. On one occasion in Tuzla the use of chemical weapons was briefed to United Nations aid workers by Bosnian soldiers who were overrun in the Majevica Hills.

Olympic Village in Sarajevo.

Another advantage of these multiple sources was they could be used to cross-reference and provide tip-offs. United Nation soldiers guarding the weapons control points or French forward air controllers knew the Sarajevo terrain extremely well that were used to cross cue other methods of information gathering.

Reconnaissance was the most commonly used by NATO since they had the air mission and at that time did not have troops on the ground. Targeting was extremely important and reconnaissance of potential targets was extremely crucial as demonstrated during Deliberate Force.

Air reconnaissance, however, had limited utility because of the weather in Bosnia and the nature of the targets. In the winter, low pressure fronts and the clouds they brought would sit over the country for weeks at a time, and in the clearer summer months cooler air would sit in the valleys causing fog until late morning. By mid-afternoon, mountain showers and thunderstorms would be present.

This was the good weather period, however, forty percent of the daylight period would be fog or cloud covered. In addition, the size and nature of the warring factions did not provide easy to read indicators from the air.

Along the confrontation zone, a typical Bosnian brigade headquarters would be in a residential area such as the third house on the left side of the street. A brigade may only have had 250 personnel assigned.

The Bosnians did not have many large weapons and were primarily a lightly armed, militia type of organization. Troop movements would be on buses or commercial trucks that did not move in convoys larger than several vehicles. The conventional indicators just weren't there. The

military information collected was valuable and informative. Tactically speaking, eyes and ears on the ground were the best source of information in this peacekeeping operation.

The Bosnian Serbs were not very different. They would let you see what they wanted to, otherwise they would hide their tanks and artillery in garages or covered in remote areas. Their 2SI 122mm self-propelled artillery were positioned south of Sarajevo and always on the move.

One of our best indicators of intent were their elite assault brigades such as Arkin's Tigers who were used for a combination of special operations and shock attacks. When they showed up, trouble was soon to follow, such as the enclave of Zepa which was overrun in July of 1995.

The communication environment was characteristically unconventional. The Bosnians depended on tactical, low-power radios again because of the make-up of their forces. A Brigade commander may have been a major and he did not have much in the way of communications besides a push-to-talk radio similar to what is used by local police in the United States.

The Bosnian Serbs inherited the communications infrastructure left by the Yugoslavian Army. This was more sophisticated in that it consisted of established landline that had been laid decades before.

They were also able to lay communication lines as they moved. This was very common for their artillery and armor which was used as artillery. Their communication systems, procedures and training were very good from a tactical perspective.

Communications in Bosnia were directly affected by the terrain. Due to the mountainous terrain, tactical communications were line-of-sight limited. Any type of tactical intercept had to be situated on the top of higher terrain. Their positions were known by the warring factions.

Sniper Alley in Sarajevo.

Secure communications are essential, but there was little communications security in the United Nations. We were fortunate to have STU-III voice and the LOCE system.

Within the United Nations, VSAT was the only means of communication and very vulnerable to intercept. On numerous occasions, we were made aware that all three warring factions were monitoring our communications.

A valuable use of the LOCE system was the secure chat. During Deliberate Force, critical battle damage assessment and targeting information was exchanged between the Air Operations Center in Vicenza, Italy and French and British artillery positions firing on Bosnian Serb targets.

This proved vital in deconflicting firing times and synchronizing air and artillery firing. Without secure communications and access to collateral data bases and sources of information, mission success is unlikely.

It is extremely important to have an in-depth understanding of the weather, terrain, and nature of the warring factions. The Bosnians were a light infantry unit that could not sustain an attack longer than three days and had little large-caliber fire power. They grew progressively more adept in infantry tactics. Though motivated, they lacked the infrastructure of logistics, communications and combined arms coordination.

The Bosnian Serbs were very well led and could masterfully coordinate their excellent use of firepower with their limited manpower. They depended on about 12 key assault units to do their intense ground operations. They would not react to situations but would respond. Their serious manpower shortages precluded them from defeating the Bosnians.

Peacekeeping operations are very tactical in nature. Information operations must be pre-planned, be redundant and willing to use a wide number of sources such as the peacekeepers themselves, civilian workers, diplomats and the press.

Support to peacekeeping forces will need to be tailor made to the situation. Flexibility, a secure communications capability and a keen situational awareness are essential to build a sound intelligence infrastructure.

Whatever the scenario, peacekeeping operations are here to stay and information operations will play a vital role.

Staff Sgt. Rhoda Green, MRSOC, checks her equipment before every dive.

Staff sergeant dives into the world below

She calls it her other world, a world where everything is left behind except for enough air in her little red tank called 'fire hydrant.'

by Staff Sgt. Verrell Jones
MRSOC
Lackland Air Force Base, Texas

It didn't start out that way, says Rhoda Green, a San Francisco native whose mother was an environmental consultant and grandfather a fisherman; however, scuba diving has become a relaxing refuge.

"I started swimming when I was eight, but I never thought about diving because being on the West coast is where the big great white is," said Green.

"I haven't seen many sharks, but I saw one in Egypt, it was a Black Tip," recalling a dive retreat with a group of friends.

"All you could hear was everyone screaming, 'Shark! Shark!' Then, all of a sudden everyone was jumping in the water. I was looking at them and they were looking at me, screaming, come on get in.

"Finally, I was convinced to jump in. It just swam around us; sharks are very inquisitive mammals, as long as they're not hungry," she added.

She surrounds herself in an environment that resembles the water life she enjoys. Walls draped with unframed maps and ocean scenery separated by handmade replicas of wooden fish decorate her cozy haven — even fish cup coasters. Sitting anchored on a stool, the master diver wears a double porpoise ring, recounting memorable aquatic moments.

"It's another world down there. You see different designs and colors that are so artistically nouveau," she said.

After five years of diving experience, and being submerged at levels under 120 feet of water, the sport of diving, thought to be dangerous by many, is actually safe as long as you remember a few basic rules, says Green.

"The main thing to remember is to have a buddy for safety. You can have more, but that means more people to keep track of. Don't hold your breath. Diving is not like swimming, you have to breathe.

"Also, don't come up too quick; you have to remember your lungs are filled with air, and you're breathing in more air. If you come up too fast, there's no place for the air to go and you could blow. And last, don't panic, "said the veteran.

"Down there you have to watch where you're going and what you're doing. Some days you can see for 100 feet and some days you can't see in front of you."

The sport of diving can be fun and also expensive, according to Green. The average start-up costs run from $150 to $250 for the basic equipment. However, there are alternatives to purchasing equipment. Many outdoor recreation centers will supply most of the equipment, including oxygen, at nominal fees.

The sport of diving has grown since television's series of Jacques Cousteau. Today's divers are using lighter equipment and computer technology to go farther and stay longer, according to Green.

Someday she hopes to use her language and diving skills in military research, marine biology or to produce a documentary research film.

But for now, she looks forward to her next adventure — below.

Adams briefs information managers during the communications and information conference.

Chief Adams leaves AIA

Chief Master Sergeant Janice Adams, AIA functional manager, ends her assignment with the Air Intelligence Agency by remaining true to her motto —"Lead by Example".

Just days before leaving for Honduras, Adams organized the Agency's first joint Communications and Information Conference. Working for weeks, she prepared presentations and gathered information to present to the Agency's information managers to keep them abreast of the latest information.

During her tenure as functional manager, she tackled some of the biggest changes to affect the information management career field in years. In 1996, she led the Agency's integration of information management with communications.

This year she is leading the way in supporting desk-top computer support to ensure adequate guidance and training are provided as the IM career field steps to Work Group Administration. Adams' leadership will be missed by all of AIA.

AIA senior staff chaplain visits 31st IS

by 2nd Lt. Charles Chalk
31st IS
Fort Gordon, Ga.

Col. John Blair, Air Intelligence Agency Senior Staff Chaplain, visited the 31st Intelligence Squadron for two days to visit and meet with the squadron's members and spouses.

During his visit, Blair spoke to airmen, soldiers, sailors and Marines working the mid-shift at the Gordon Regional Signals Intelligence Operations Center and addressed concerns such as interservice marriages, quality of life in the local area and the effects of working in a multi-service environment.

He was also briefed at the 31st command section, discussed the evolving mission of the squadron in support of the GRSOC, integrating squadron tactical assets into the RSOC and support to the warfighter by deploying these assets.

To wrap up the the visit, Chaplain Blair visited with several Army chaplains including Lt. Col. Jerry Moates, chaplain for the 513th Military Intelligence Brigade, who has been instrumental in providing spritual counseling and guidance to the squadron and its members.

Blair returned to AIA with a healthy perspective of the people that carry out the mission and functions of the 31st IS and the GRSOC.

photo s by Boyd Belcher

Left, retirees Senior Master Sgt. Thomas Bowens and Chief Master Sgt. Rod Teuscher compete in a golf tournament.

AFIWC "tees-off" retirees during golf tournament

Two Air Force Information Warfare Center retirees were recently honored at a golf tournament for their 55 years of combined service.

More than 50 people participated in the four and a half-hour tournament held at Lackland Air Force Base. Neither Chief Master Sgt. Rod Teuscher nor Senior Master Sgt. Thomas Bowens won the tournament, but both of them smiled through the whole competition.

"I have always had good supervisors. If I had bad ones, I wouldn't be here today," said Teuscher, former enlisted advisor to the commander and superintendent of the AFIWC.

Teuscher stayed in the Air Force for six and a half years before he got out in 1974 and went to California to manage a drug store. "I found out the hard way that the military was better."

Bowens, former AFIWC first sergeant, said "From basic training there was never any doubt that this was going to be my career."

"Airmen should take advantage of the Air Force. It has wonderful education opportunities to get a degree. If you have a hard time when you retire, you'll have something to fall back on," said Teuscher.

"Learn everything you can, depend on yourself, then depend on others," said Bowens. "My mother used to tell me to do it right and that's always been with me. She would be disappointed if I didn't do it as well as I could."